

## The 1998 Marine Corps Leadership Survey



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Amy L. Culbertson Zannette A. Uriell Paul Rosenfeld Kathryn A. Swangin NPRDC-AP-99-2 February 1999

### **The 1998 Marine Corps Leadership Survey**

by Amy L. Culbertson, Zannette A. Uriell, Paul Rosenfeld, and Kathryn A. Swangin

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This report summarizes the findings from the 1998 Marine Corps Leadership Surve leaders, both enlisted and officer. The survey was developed by Headquarters Marine (Navy Personnel Research and Development Center (NPRDC). The surveys were mailevel distribution list for senior-level leadership. Completed surveys were analyzed at NPRDC. The overall survey response rate was 62%, with Commanding Officers commissioned Officers replying to the survey. The findings indicate strong support amounts leaders stated they encourage Marines to use MWR, they believe MWR is a valifie, and that MWR improves the quality of life of their Marines. Details regarding leader MWR contributions to outcomes, MWR deployment support, MWR funding, MW satisfaction with MWR may be found in this report. In addition, 63% of those who distributed comments that are summarized in Appendix A. A copy of the survey itself may be	Corps (MW) in conjunction with the led to leaders on a Headquarters- and summarized by researchers at a conflicers in Charge, and Non- ang leadership for MWR programs: uable component of Marine Corps are ratings of program importance, where the communications, and leader and respond to the survey provided
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### Foreword

This project was requested by Headquarters, Marine Corps Morale, Welfare, and Recreation (MWR) as the first Service-wide effort to systematically assess leadership views of MWR programs. This effort focused specifically on MWR facilities, services, and programs offered to active duty personnel. The authors thank Kim Wayland, Nancie Sullivan Oliver, and Tamra Avrit for their sponsorship of the project. The authors also express appreciation to Major Doug Marr for his assistance in the data analysis. Appreciation is also expressed to those who gave feedback on the survey, including Major Middlebrooke, Manpower and Reserve Affairs, and Marines from the Studies and Analysis Division, Marine Corps Combat Development Center, Quantico, VA. Appreciation is also expressed to Sue Ryan, Management Analyst, who directed all aspects of the scannable survey design, production, and data scanning. Lastly, the authors thank Sam Polese, Technical Editor, for his editing and production of this report, as well as the many Marine Corps leaders who took the time to complete the survey. The information summarized in this report provides Marine Corps MR with leadership information on how to improve their facilities and services.

THOMAS A. BLANCO
Director
Personnel and Organizational Assessment Department

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### **Executive Summary**

This Management Report summarizes the results of the 1998 Marine Corps Leadership Survey completed by 955 Marine Corps leaders, both enlisted and officer. The survey was developed by Headquarters Marine Corps Morale, Welfare, and Recreation (MR) in conjunction with the Navy Personnel Research and Development Center (NPRDC). The surveys were mailed to leaders on a Headquarters-level distribution list for senior-level leadership. Completed surveys were sent to NPRDC in San Diego, CA, where they were analyzed by researchers.

### **Survey Respondents**

- Of the 1,532 surveys mailed, 955 completed survey were completed and returned, constituting a 62% response rate.
- Thirty-two percent of the respondents were Commanding Officers, 14% were Officers in Charge, 51% were Senior Non-commissioned Officers in Charge, and 3% didn't state their position.
- Forty-four percent of the respondents were part of the Fleet Marine Forces, and 56% were Non-Fleet Marine Forces.
- Fifty percent of the respondents were leaders of commands with less than 100 Marines, 30% were leaders of commands with 100-500 Marines, and 20% were leaders of commands with more than 500 Marines.
- Eighty-two percent of the respondents were located in CONUS, 18% were located in OCONUS.

#### Importance Ratings of Programs

- There were small differences in the importance ratings of MWR programs.
- When rank-ordered, the top three programs were the fitness center, unit funds, and the gyms.
- There were some differences in the importance ratings of those from Fleet Marine Forces vs. Non-Fleet Marine Forces.

### **MWR Contributions to Outcomes**

- The top three outcomes to which MWR contributes are: 1) fitness/physical condition, 2) opportunities for fun and leisure, and 3) boredom relief/break from work.
- There were no statistically signficant differences in comparing the outcomes ratings by Fleet vs. Non-Fleet, CO/OIC vs. SNCOIC, or by size of command.

### **MWR Deployment Support**

- The three most important activities for deployed Marines are: 1) access to e-mail, 2) free weights, 3) unit funds.
- There were big differences in the ratings of important MWR activities compared to those actually available for deploying units.

### **MWR Funding**

- · Leaders want more unit funds.
- Leaders believe that MWR funding should be increased.

#### **MWR Communications**

- Leaders get MWR information primarily from the Base PAO/newspaper.
- Just over half of leaders said they receive MWR information in a timely manner;
   obtaining timely communication is even more difficult for small commands.

#### **Leader Satisfaction**

- . Most leaders agree that they encourage Marines to use MWR
- . Leaders believe MWR is a valuable component of Marine Corps life
- Leaders believe MWR improves the quality of life of their Marines

### **Summary**

- Survey obtained excellent response rate, and two-thirds of all respondents provided written comments.
- Although ALL MWR programs had similar ratings of program importance, when rank-ordered the top three were the fitness center, unit funds, and the gyms.
- Differences in Fleet vs. Non-Fleet ratings of program importance may show that the Non-Fleet is not tuned-in with Fleet needs.
- The top three outcomes to which MWR contributes are fitness/physical condition, opportunities for fund and leisure, and boredom relief/break from work.
- Deployment support needs attention
  - > Big gaps exist between ratings of importance and what is actually available to deploying Marines
- The lowest satisfaction rating on the entire survey was in response to the statement "I am satisfied with the amount of unit funds available to me as a leader."
- Leaders want more unit funds and they also want more control in how they can spend those unit funds.
- Leaders primarily get their MWR information from the Base PAO/newsletter.
- About one-quarter of all leaders do NOT receive MWR information in a timely manner - this is especially true of those in small commands.
- Over two-thirds of all leaders directly tell personnel about MWR; over half of leaders are communicating MWR information through electronic means (e.g., e-mail).
- Most leaders agree that they encourage their Marines to use MWR.
- Most leaders agree that MWR is a valuable component of Marine Corps life.
- Leaders appreciated the opportunity to provide MWR with feedback; the key to the success of the survey will be acting upon their feedback.

### Recommendations

- HQs reevaluate importance of MWR programs
  - > Focus funding/efforts on smaller set of core programs
  - > Ensure existence and consistency in these programs world-wide
- HQs focus initiatives on deployment support
  - > Reevaluate providing so many choices
  - > Make sure can provide most important
    - · Access to e-mail
    - Free weights
    - Unit funds
- Give leaders more freedom in using/accounting for Unit Funds
- Mount a communication campaign
  - > Develop state-of-the-art MWR HQs Web page
    - Inform leaders of what is happening at HQs
    - Talk about what is being done for Marines
    - · Devote section of Web page to soliciting input
  - > Develop MWR Web pages for each Marine Corps base
    - Inform Marines about facilities/services
    - Provide specific, up-to-date information
- Get MWR personnel on-board in communicating with Marines
- Publicize the results of the survey
  - HQs release ALMAR
  - > HQs release article in Marine Corps Times
  - > NPRDC publish management report
  - > HQs post NPRDC management report on Web page

### **Recommendations from Leaders**

#### MWR Funds

- > Increase unit funds
- > Give leaders more freedom in spending funds
- > Ensure better and fairer distribution of funds for deployed Marines

### Deployment Support

- > Identify an MWR POC for deployed units
- > Provide deployment site information packets describing facilities/services
- > Develop list of items for deployment packages leaders can customize what they need
- > Ensure access to fitness facilities at deployment sites
- > Provide e-mail and less expensive phone service

#### Communication

- Develop a Commander's Guide to MWR
- > Get leaders timely information about what is available locally
- > Publish information/resources on the Internet
- > Be proactive in communicating to Marines about MWR

#### . Customer Service

- Improve image to counter perception that MWR's priority is to make money
- > Adopt a customer service focus
- > Train staff in customer respect and service mentality
- > Train staff in customer interaction skills, customer orientation
- > Continue to solicit input from commanders

### Recommendations from Leaders (continued)

### . Costs of MWR

- > Provide affordable recreational activities for Marines everywhere
- > Offer more free events
- > Don't charge Marines to use MWR facilities

### • Customer Segments

- > Work on satisfying the unique needs of Marine families, young/single Marines
- > Independent Duty Marines really need unit funds, information on facilities/services they can use

### • Marine Corps Exchange

- > Lower prices of items
- > Offer greater variety/selection of items Marines would like to buy
- > Stock with items/prices similar to Wal-Mart
- Consolidate with AAFES

Marine	Corps	Leadership	Survey	/ Report

## **Background**

### **Project Purpose**

The purposes of this project were to:

- Assess leaders' ratings of program importance
- Quantify leaders' perceptions of MWR contributions to military outcomes
- Assess how well MWR supports Marines while on deployment
- Determine leaders' understanding and satisfaction with MWR funding
- Understand how leaders hear about MWR
- Assess satisfaction with MWR

### **Marine Corps Leadership Survey**

The survey was developed as follows:

- Gathered key topic areas and questions from Headquarters (HQs) program managers
- Reviewed past needs assessments, other military services' surveys
- Reviewed by Test and Measurement Officer, Manpower and Reserve Affairs, HQs, USMC
- Pilot tested with Marines from the Studies and Analysis Division, Marine Corps Combat development Center, Quantico
- Survey revised based on feedback
- Reviewed and front page cover letter provided from Deputy Chief of Staff for Manpower and Reserve Affairs
- Formatted and printed in scannable format

### **Survey Administration**

The Survey administration was as such:

- HQs used White Letter Distribution List to reach leaders
- List sent to all Commanding Officers and Officers in Charge
- Obtained labels from Administration and Resources Division, Printing and Publishing Branch, HQs USMC
  - > List as of Mary 1998 comprised 766 addresses
  - ➢ Both CONUS/OCONUS
- Mailed at end of May 1998
- 2 copies mailed to 766 addresses (N=1,532)
  - > One copy for the senior officer leader
  - > Second copy for the senior enlisted leader
- Instruction sheet mailed with surveys
  - > "The Commanding Officer/Officer in Charge should complete one survey. . . .
  - > and the Senior Enlisted Marine should complete the second survey."

### **Survey Analysis Plan**

The survey results were analyzed by the following groups:

- Total respondents
- Fleet Marine Forces vs. Non-Fleet Marine Forces
- COs/OICs vs. SNCOICs
- Size of command comparison
  - > Small (Less than 100 Marines)
  - Medium (100 500 Marines)
  - > Large (More than 500 Marines)

Marine Corps Leadership Survey Repo	Marine Cor	ps Leadership	Survey	Repor
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## **Survey Respondents**

### **Returned Surveys**

- 955 surveys were returned
- 62% response rate
- 905 surveys analyzed
  - > 16 "undeliverable" surveys
  - > 14 returned after end of survey field period
  - > 20 surveys from ROTC sites not included
- 602 surveys had written comments

### **Respondent Information**

- What is your position?
  - > 32% Commanding Officers
  - ➤ 14% OICs
  - > 51% SNCOICs
  - > 3% left position blank
- Are you part of:
  - > 44% Fleet Marine Forces
  - > 56% Non-Fleet Marine Forces
- How many active duty Marines are in your Command?
  - > 50% with less than 100
  - > 15% with 100-200
  - > 15% with 201-500
  - > 20% with more than 500
- · Where are you located?
  - > 82% located in CONUS
  - > 18% located in OCONUS

### How long have you been stationed at your current command?

- 3% < 1 month
- 10% 1 6 months
- 22% 7 12 months
- 65% > 1 year

### What is the role of your establishment?

- 33% Supporting establishment
- 38% Operating forces
  - > 14% Ground
  - > 15% Aviation
  - > 3% Command Element
  - > 6% Combat Service Support
- 29% Other (specified the following. . . . )
  - > |&|
  - > Marine Security Guard
  - > Recruiting
  - > Schoolhouse
  - > Reserve

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## **Importance Ratings of Programs**

## **MWR Program Importance Ratings** Total Respondents Mean Importance Ratings

	Mean	
 Fitness center	3.91	
Unit funds	3.89	
Gyms	3.89	
Services programs	3.88	
Outdoor recreation areas	3.87	
Playing fields	3.86	
Library	3.85	
Swimming pools	3.84	
Outdoor recreation equipment	3.84	
MWR convenience store	3.83	
Child Development Program	3.83	
Youth Program	3.82	
ITT	3.81	
Main Exchange	3.81	
Intramural sports	3.81	
Auto hobby shop	3.80	
Recreation rooms	3.76	
Recreation center	3.76	
Enlisted Club	3.75	
Staff NCO Club	3.73	
Movie theater	3.73	
Other recreation activities	3.71	
Bowling center	3.67	
Snack bars	3.65	
Special events	3.65	
Semper Fit	3.61	
Officers' Club	3.59	
Fast food establishments	3.59	
Golf course	3.58	

**Note:** Question stated "MWR programs and services are listed below. For each one, rate how important it is to you as a leader." Importance rating scale ranged from "1" = "Very Unimportant" to "5" = "Very Important," with "3" being "Neither."

# MWR Program Importance Ratings Fleet vs. Non-Fleet Comparison

Mean Importance Ratings

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Fitness center	3.95	3.87	08*
Gyms	3.93	3.85	08*
Unit funds	3.92	3.87	5
Outdoor recreation areas	3.92	3.84	08
Services programs	3.91	3.86	05
Playing fields	3.91	3.82	09*
Child Development Program	3.88	3.79	09
Library	3.88	3.83	05
Outdoor recreation equipment.	3.88	3.80	8
MWR convenience store	3.87	3.80	07
Swimming pools	3.87	3.82	5
ITT	3.86	3.76	10*
Main Exchange	3.85	3.78	07
Auto hobby shop	3.84	3.77	07
Youth Program	3.84	3.80	04
Intramural sports	3.83	3.80	03
Staff NCO Club	3.82	3.65	17*
Enlisted Club	3.81	3.69	,12*
Movie theater	3.79	3.69	10
Recreation rooms	3.77	3.75	02
Other recreation activities	3.76	3.67	09
Recreation center	3.75	3.76	+.01
Bowling center	3.71	3.64	07
Snack bars	3.69	3.62	07
Officers' Club	3.67	3.52	15*
Golf course	3.64	3.54	10
Special events	3.63	3.68	+.05
Semper Fit	3.62	3.59	03
Fast food establishments	3.60	3.58	02

**Note:** Question stated "MWR programs and services are listed below. For each one, rate how important it is to you as a leader." Importance rating scale ranged from "1" = "Very Unimportant" to "5" = "Very Important," with "3" being "Neither." Sorted from highest to lowest based on Fleet Marine Forces. \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ( $\underline{p} < .01$ ).

# MWR Program Importance Ratings CO/OIC vs. SNCOIC Comparison

Mean Importance Ratings

	CO/OIC	SNCOIC	Difference
Fitness center	3.95	3.87	08*
Services programs	3.93	3.85	8.
Unit funds	3.93	3.86	07
Gyms	3.92	3.86	06
Outdoor recreation areas	3.91	3.84	07
Playing fields	3.90	3.82	8
Swimming pools	3.88	3.81	07
Outdoor recreation equipment	3.87	3.81	06
MWR convenience store	3.87	3.80	07
Main Exchange	3.86	3.77	
Library	3.86	3.84	02
Intramural sports	3.84	3.79	05
Child Development Program	3.83	3.83	00
Youth Program	3.82	3.82	00
Auto hobby shop	3.81	3.81	00
Recreation rooms	3.81	3.71	10
ITT	3.80	3.80	00
Staff NCO Club	3.80	3.67	13*
Enlisted Club	3.79	3.70	9
Recreation center	3.78	3.73	05
Movie theater	3.76	3.73	03
Officers' Club	3.75	3.41	34*
Other recreation activities	3.71	3.72	+.01
Snack bars	3.66	3.66	00
Bowling center	3.64	3.72	
Special events	3.63	3.68	+.05
Fast food establishments	3.62	3.57	05
Golf course	3.60	3.57	03
Semper Fit	3.55	3.65	+.10

**Note:** Question stated "MWR programs and services are listed below. For each one, rate how important it is to you as a leader." Importance rating scale ranged from "1" = "Very Unimportant" to "5" = "Very Important," with "3" being "Neither." Sorted from highest to lowest based on CO/OIC. \* Significant difference between CO/OIC and SNCOIC ( $\underline{p} < .01$ ).

# MWR Program Importance Ratings Size of Command Comparison

Mean Importance Ratings

	Less than 100	100-500	More than 500
Fitness center	3.91	3.94	3.87
Gyms	3.90	3.90	3.86
Unit funds	3.88	3.92	3.89
Services programs	3.87	3.91	3.88
Library	3.86	3.87	3.80
Outdoor recreation equipment	3.85	3.86	3.78
Outdoor recreation areas	3.85	3.93	3.86
Youth Program	3.83	3.84	3.78
Swimming pools	3.83	3.87	3.84
Child Development Program	3.82	3.87	3.80
Playing fields	3.82	3.91	3.89
Intramural sports	3.80	3.81	3.86
ITT	3.79	3.84	3.79
MWR convenience store	3.78	3.89	3.86
Main Exchange	3.78	3.85	3.83
Auto hobby shop	3.77	3.83	3.83
Recreation rooms	3.74	3.80	3.76
Recreation center	3.74	3.81	3.73
Staff NCO Club	3.70	3.79	3.72
Enlisted Club	3.70	3.83	3.71
Movie theater	3.70	3.78	3.75
Other recreation activities	3.68	3.78	3.69
Special events	3.68	3.60	3.68
Bowling center	3.61	3.74	3.74
Snack bars	3.59	3.75	3.66*
Golf course	3.58	3.58	3.61
Semper Fit	3.58	3.65	3.63
Officers' Club	3.56	3.65	3.61
Fast food establishments	3.51	3.65	3.68*

**Note:** Question stated "MWR programs and services are listed below. For each one, rate how important it is to you as a leader." Importance rating scale ranged from "1" = "Very Unimportant" to "5" = "Very Important," with "3" being "Neither." Sorted from highest to lowest based on "Less than 100." \* Significant difference between the three size groups ( $\underline{p} < .01$ ).

Marine	Corns	Leadership	Survey	Report
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## **MWR Contributions to Outcomes**

## **MWR Contributions to Outcomes** Total Respondents Mean Extent Ratings

Mean
Fitness/physical condition
Opportunities for fun and leisure4.19
Boredom relief/break from work
Stress reduction
Convenience/time savings
Money savings3.63
Esprit de corps
Unit cohesion3.55
Reduced drug/alcohol abuse3.18
Unit readiness3.12
Reduced disciplinary problems
Skill development2.93

**Note:** Question asked "To what extent do MWR programs assist you as a leader in attaining the following outcomes?" Extent rating scale ranged from "1" = "Not at all" to "5" = "A very large extent."

# MWR Contributions to Outcomes Fleet vs. Non-Fleet Comparison

**Mean Extent Ratings** 

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Fitness/physical condition	4.29	4.29	00
Opportunities for fun and leisur	re4.20	4.18	+.02
Boredom relief/break from work	k3.94	3.94	00
Stress reduction	3.85	3.92	07
Convenience/time savings	3.80	3.80	00
Money savings	3.61	3.66	05
Esprit de corps	3.47	3.74	27*
Unit cohesion	3.41	3.66	25*
Reduced drug/alcohol abuse	3.17	3.18	01
Unit readiness	3.08	3.15	07
Reduced disciplinary problems	3.03	3.16	13
Skill development	2.91	2.94	03

**Note:** Question asked "To what extent do MWR programs assist you as a leader in attaining the following outcomes?" Extent rating scale ranged from "1" = "Not at all" to "5" = "A very large extent." Sorted from highest to lowest based on Fleet Marine Forces. \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ( $\underline{p} < .01$ ).

# MWR Contributions to Outcomes CO/OIC vs. SNCOIC Comparison

**Mean Extent Ratings** 

	CO/OIC	SNCOIC	Difference
Fitness/physical condition	4.31	4.28	03
Opportunities for fun and leisure	4.24	4.15	9
Boredom relief/break from work	4.06	3.85	21*
Stress reduction	4.06	3.75	31*
Convenience/time savings	3.92	3.70	22
Money savings	3.69	3.61	8
Esprit de corps	3.66	3.58	
Unit cohesion	3.54	3.57	+.03
Reduced drug/alcohol abuse	3.28	3.09	19
Reduced disciplinary problems	3.24	2.99	25*
Unit readiness	3.17	3.08	9
Skill development	2.85	3.02	+.17

**Note:** Question asked "To what extent do MWR programs assist you as a leader in attaining the following outcomes?" Extent rating scale ranged from "1" = "Not at all" to "5" = "A very large extent." Sorted from highest to lowest based on CO/OIC. \* Significant difference between CO/OIC and SNCOIC ( $\underline{p} < .01$ ).

### MWR Contributions to Outcomes Size of Command Comparison

Mean Extent Ratings

	Less than 100	100-500	More than 500
Fitness/physical condition	4.25	4.35	4.29
Opportunities for fun and leisure	4.11	4.25	4.27
Boredom relief/break from work	3.89	3.98	3.98
Stress reduction	3.83	3.98	3.88
Convenience/time savings	3.70	3.93	3.81
Money savings	3.67	3.66	3.51
Esprit de corps	3.67	3.56	3.59
Unit cohesion	3.64	3.46	3.47
Reduced drug/alcohol abuse	3.11	3.29	3.14
Unit readiness	3.10	3.08	3.25
Reduced disciplinary problems	3.04	3.22	3.08
Skill development	2.90	3.01	2.87

**Note:** Question asked "To what extent do MWR programs assist you as a leader in attaining the following outcomes?" Extent rating scale ranged from "1" = "Not at all" to "5" = "A very large extent." Sorted from highest to lowest based on "Less than 100."

Marine	Corns	Leadership	Survey	Report
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## **MWR Deployment Support**

## Percentage of Marine Under Your Command Deployed During Past Year

• None 50%

• Less than 25% 13%

• 25% - 75% 17%

More than 75% 20%

### **Location Where Marine Deployed During Past Year**

• CONUS shore 29%

• CONUS ship 9%

OCONUS shore 28%

• OCONUS ship 19%

### **How Deployed Marines Reached their Destination**

- 41% arrived by air
- 20% arrived by ship
- 17% arrived by land

## **Most Important MWR Activities to Deploying Units** Total Respondents Percent "Yes"

Percent

Access to e-mail	42%
Free weights	40%
Unit funds	40%
Videos/movies	36%
Athletic gear	35%
Electronic recreation items	
Aerobic/fitness equipment	32%
Books/magazines	30%
Access to personal computers	29%
Access to the WWW	29%
Library resources	25%
ITT	25%
VOLED	25%
Outdoor recreation equipment	23%
Entertainment	22%
Non-electronic games	21%
Health & comfort sundry packs	17%
Video games	17%

Note: Question stated "Mark the MWR activities that you think are most important to deploying units." Multiple responses allowed.

## **MWR Activities Available While Deployed** Total Respondents Percent "Yes"

Percent	
---------	--

Free weights	34%
Videos/movies	25%
Unit funds	24%
Athletic gear	24%
Aerobic/fitness equipment	24%.
Books/magazines	21%
Electronic recreation items	19%
ITT	19%
Library resources	18%
Outdoor recreation equipment	15%
Access to e-mail	14%
Non-electronic games	14%
VOLED	13%
Access to personal computers	9%
Video games	9%
Entertainment	9%
Access to the WWW	7%
Not aware of what is available	5%
Health & comfort sundry packs	5%

Note: Question stated "Mark the MWR activities that have generally been available for your Marines who deployed during the past year." Multiple responses allowed.

# Most Important MWR Activities to Deploying Units Fleet vs. Non-Fleet Comparison

Percent "Yes"

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Access to e-mail	67%	23%	44%*
Unit funds	65%	21%	44%*
Free weights	63%	22%	41%*
Videos/movies	56%	21%	35%*
Athletic gear	56%	18%	38%*
Electronic recreation items	52%	18%	34%*
Aerobic/fitness equipment	51%	18%	33%*
Books/magazines	46%	17%	29%*
Access to the WWW	44%	17%	27%*
Access to personal computers	43%	17%	26%*
Library resources	39%	15%	<i>-</i> 24%*
ITT	37%	15%	22%*
VOLED	36%	16%	20%*
Outdoor recreation equipment	34%	14%	20%*
Non-electronic games	33%	10%	23%*
Entertainment	32%	14%	18%*
Video games	27%	9%	18%*
Health & comfort sundry packs	26%	10%	16%*

**Note:** Question stated "Mark the MWR activities that you think are most important to deploying units." Multiple responses allowed. Sorted from highest to lowest based on Fleet Marine Forces. \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ( $\underline{p} < .01$ ).

# MWR Activities Available While Deployed Fleet vs. Non-Fleet Comparison

Percent "Yes"

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Free weights	55%	18%	37%*
Unit funds	42%	10%	32%*
Athletic gear	41%	11%	30%*
Videos/movies	40%	13%	27%*
Aerobic/fitness equipment	39%	12%	<b>-</b> 27%*
Books/magazines	35%	11%	<b>-</b> 24%*
Electronic recreation items	31%	10%	21%*
ITT	31%	9%	22%*
Library resources	30%	8%	22%*
Access to e-mail	26%	6%	20%*
Outdoor recreation equipment	25%	7%	<b>-</b> 18%*
Non-electronic games	24%	6%	18%*
VOLED	22%	5%	17%*
Access to personal computers	16%	4%	12%*
Video games	14%	5%	9%*
Entertainment	14%	4%	10%*
Access to the WWW	12%	4%	8%*
Health & comfort sundry packs	s 7%	3%	4%*
Not aware of what is available	7%	3%	4%

**Note:** Question stated "Mark the MWR activities that have generally been available for your Marines who deployed during the past year." Multiple responses allowed. Sorted from highest to lowest based on Fleet Marine Forces. \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ( $\underline{p} < .01$ ).

# Most Important MWR Activities to Deploying Units CO/OIC vs. SNCOIC Comparison

Percent "Yes"

	CO/OIC	SNCOIC	Difference
Access to e-mail	44%	41%	3%
Unit funds	41%	40%	1%
Free weights	40%	40%	0%
Videos/movies	36%	36%	0%
Aerobic/fitness equipment	34%	30%	4%
Athletic gear	33%	36%	+3%
Electronic recreation items	31%	35%	+4%
Books/magazines	29%	30%	+1%
Access to the WWW	26%	31%	+5%
Access to personal computers	24%	33%	+9%*
Library resources	24%	27%	+3%
ITT	23%	27%	+4%
VOLED	22%	27%	+5%
Outdoor recreation equipment	20%	24%	+4%
Entertainment	18%	25%	+7%*
Health & comfort sundry packs	s 18%	18%	0%
Non-electronic games	16%	25%	+9%*
Video games	13%	21%	+8%*

**Note:** Question stated "Mark the MWR activities that you think are most important to deploying units." Multiple responses allowed. Sorted from highest to lowest based on CO/OIC. \* Significant difference between CO/OIC and SNCOIC (p < .01).

## MWR Activities Available While Deployed CO/OIC vs. SNCOIC Comparison

Percent "Yes"

	CO/OIC	SNCOIC	Difference
Free weights	38%	31%	7%
Videos/movies	28%	21%	7%
Aerobic/fitness equipment	27%	21%	6%
Athletic gear	25%	23%	2%
Unit funds	25%	24%	1%
Books/magazines	23%	19%	4%
ITT	22%	15%	7%*
Library resources	19%	16%	3%
Electronic recreation items	18%	20%	+2%
Access to e-mail	16%	13%	3%
Outdoor recreation equipment.	15%	15%	0%
Non-electronic games	14%	14%	0%
VOLED	13%	12%	1%
Video games	9%	8%	1%
Access to personal computers.	9%	10%	+1%
Entertainment	8%	9%	+1%
Access to the WWW	7%	8%	+1%
Health & comfort sundry packs	5%	4%	1%
Not aware of what is available.	4%	6%	+2%

**Note:** Question stated "Mark the MWR activities that have generally been available for your Marines who deployed during the past year." Multiple responses allowed. Sorted from highest to lowest based on CO/OIC. \* Significant difference between CO/OIC and SNCOIC ( $\underline{p}$  < .01).

### **Most Important MWR Activities to Deploying Units** Size of Command Comparison Percent "Yes"

	Less than 100	100-500	More than 500
Free weights	32%	50%	46%*
Access to e-mail	32%	53%	53%*
Unit funds	30%	51%	51%*
Videos/movies	27%	44%	50%*
Aerobic/fitness equipment	26%	39%	38%*
Athletic gear	25%	45%	45%*
Electronic recreation items	24%	43%	40%*
Access to personal computer	s22%	35%	36%*
Access to the WWW	22%	34%	40%*
Books/magazines	21%	37%	40%*
Library resources	19%	31%	33%*
VOLED	18%	32%	31%*
ITT	18%	31%	32%*
Outdoor recreation equipmen	t 18%	28%	26%*
Entertainment	16%	28%	25%*
Health & comfort sundry pack	s 13%	23%	22%*
Non-electronic games	12%	27%	31%*
Video games	10%	21%	27%*

Note: Question stated "Mark the MWR activities that you think are most important to deploying units." Multiple responses allowed. Sorted from highest to lowest based on "Less than 100." \* Significant difference between the three size groups (p < .01).

## MWR Activities Available While Deployed Size of Command Comparison

Percent "Yes"

	Less than 100	100-500	More than 500
Free weights	25%	45%	42%*
Videos/movies	17%	32%	35%*
Aerobic/fitness equipment	17%	34%	28%*
Athletic gear	16%	33%	34%*
Unit funds	15%	34%	35%*
Books/magazines	13%	29%	32%*
Electronic recreation items	12%	29%	25%*
ITT	12%	25%	27%*
Library resources	11%	26%	23%*
Outdoor recreation equipment.	10%	21%	21%*
Access to e-mail	7%	22%	22%*
Non-electronic games	7%	21%	22%*
VOLED	6%	19%	20%*
Video games	6%	13%	11%*
Access to personal computers.	5%	16%	10%*
Access to the WWW	5%	10%	11%
Entertainment	4%	15%	10%*
Not aware of what is available.	4%	5%	7%
Health & comfort sundry packs	3%	7%	7%

**Note:** Question stated "Mark the MWR activities that have generally been available for your Marines who deployed during the past year." Multiple responses allowed. Sorted from highest to lowest based on "Less than 100." \* Significant difference between the three size groups ( $\underline{p} < .01$ ).

### **Satisfaction with MWR Deployment Support** Total Respondents Mean Satisfaction Ratings

 Wedit
 MWR support for Marines who deploy
MWR support for the family members of Marines who deploy3.40
MWR deployment support provided to Marines by the Navy3.31
MWR deployment support provided to Marines by the Air Force3.28
MWR deployment support provided to Marines by the Army3.18

**Note:** Question asked "As a leader, how satisfied are you with...." Satisfaction rating scale ranged from "1" = "Completely dissatisfied" to "5" = "Completely satisfied," with "3" being "Neither.

## Satisfaction with MWR Deployment Support Fleet vs. Non-Fleet Comparison

**Mean Satisfaction Ratings** 

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
MWR support for Marines who deploy	3.35	3.58	+.23*
MWR support for the family Members of Marines who deploy	3.38	3.43	+.05
MWR deployment support provided to Marines by the Navy	3.27	3.41	+.14
MWR deployment support provided to Marines by the Air Force	3.28	3.30	+.02
MWR deployment support provided to Marines by the Army	3.16	3.24	+.08

**Note:** Question asked "As a leader, how satisfied are you with...." Satisfaction rating scale ranged from "1" = "Completely dissatisfied" to "5" = "Completely satisfied," with "3" being "Neither." \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces (p < .01).

## Satisfaction with MWR Deployment Support CO/OIC vs. SNCOIC Comparison

**Mean Satisfaction Ratings** 

	CO/OIC	SNCOIC	Difference
MWR support for Marines who deploy	3.38	3.38	00
MWR support for the family members of Marines who de		3.37	
MWR deployment support provided to Marines by the Navy	3.35	3.35	00
MWR deployment support provided to Marines by the Air Force	3.26	3.26	
MWR deployment support provided to Marines by the Army	3.17	3.21	+.04

**Note:** Question asked "As a leader, how satisfied are you with...." Satisfaction rating scale ranged from "1" = "Completely dissatisfied" to "5" = "Completely satisfied," with "3" being "Neither."

## Satisfaction with MWR Deployment Support Size of Command Comparison

Mean Satisfaction Ratings

	Less than 100	100-500	More than 500
MWR support for Marines who	deploy3.52	3.33	3.37
MWR support for the family monoid Marines who deploy	embers3.36	3.37	3.46
MWR deployment support pro to Marines by the Navy	vided3.32	3.29	3.32
MWR deployment support pro to Marines by the Air Force	vided3.25	3.46	3.17
MWR deployment support pro to Marines by the Army	vided3.15	3.26	3.20

**Note:** Question asked "As a leader, how satisfied are you with...." Satisfaction rating scale ranged from "1" = "Completely dissatisfied" to "5" = "Completely satisfied," with "3" being "Neither."

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### **MWR Funding**

# MWR Funding Total Respondents Mean Agreement Ratings

	Mean
I understand how MWR is funded	3.65
I am satisfied with the amount of unit funds available to me as a leader	2.93
I am aware of current MWR renovation/construction	3.19
MWR funding should be increased	3.79

**Note:** Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither."

### MWR Funding Fleet vs. Non-Fleet Comparison

Mean Agreement Ratings

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
I understand how MWR is fund	ded3.76	3.84	+.08
I am satisfied with the amount of unit funds available to me as a leader		3.25	+.29*
I am aware of current MWR renovation/construction plan for this base		4.25	+.35*
MWR funding should be increa	ased3.91	3.95	+.04

**Note:** Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on Fleet Marine Forces. \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces (p < .01).

## MWR Funding CO/OIC vs. SNCOIC Comparison

**Mean Agreement Ratings** 

	CO/OIC	SNCOIC	Difference
I understand how MWR is fund	ed3.67	3.63	04
I am satisfied with the amount . of unit funds available to me as a leader	3.03	2.85	18*
I am aware of current MWR renovation/construction plans for this base		3.15	11
MWR funding should be increa	sed3.72	3.85	+.13*

**Note:** Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on CO/OIC. \* Significant difference between CO/OIC and SNCOIC ( $\underline{p} < .01$ ).

## MWR Funding Size of Command Comparison

**Mean Agreement Ratings** 

	Less than 100	100-500	More than 500
I am aware of current MWRrenovation/construction plans for this base	3.02	3.28	3.33*
I am satisfied with the amount of unit funds available to me as a leader	2.97	2.83	3.01
I understand how MWR is funde	d3.60	3.67	3.73
MWR funding should be increase	ed3.79	3.80	3.76

**Note:** Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on "Less than 100." \* Significant difference between the three size groups ( $\underline{p} < .01$ ).

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### **MWR Communications**

#### **Total Respondents**

Percent "Yes"

	Percent
Base PAO/Newspaper	67%
Word of mouth	58%
E-mail/Internet	39%
MWR employees	30%
Read/heard about MWR on my own	30%
Other	18%

**Note:** Question asked "Who gives you information on MWR facilities and services?" Multiple responses allowed.

### Do you receive MWR information in a timely manner? Total Respondents

	Percent
Yes	56%
No	27%
Don't know/Not applicable	17%

Note: Question asked "Do you receive MWR information in a timely manner?"

#### Fleet vs. Non-Fleet Comparison

Percent "Yes"

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Base PAO/Newspaper	71%	64%	<b>-7</b> %
Word of mouth	58%	59%	+1%
E-mail/Internet	44%	35%	9%*
MWR employees	28%	32%	+4%
Read/heard about MWR on m	ıy own 27%	32%	+5%
Other		20%	+5%

**Note:** Question asked "Who gives you information on MWR facilities and services?" Multiple responses allowed. Sorted from highest to lowest based on Fleet Marine Forces. \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces (p < .01).

### Do you receive MWR information in a timely manner? Fleet vs. Non-Fleet Comparison

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Yes	56%	56%	0%
No	31%	24%	<b>-7</b> %
Don't know/Not applicable	13%	20%	+7%

Note: Question asked "Do you receive MWR information in a timely manner?"

#### **CO/OIC vs. SNCOIC Comparison**

Percent "Yes"

	CO/OIC	SNCOIC	Difference
Base PAO/Newspaper	72%	64%	8%
Word of mouth	59%	57%	2%
E-mail/Internet	41%	38%	3%
MWR employees	32%	29%	3%
Read/heard about MWR on my	y own 29%	31%	2%
Other	17%	18%	+1%

**Note:** Question asked "Who gives you information on MWR facilities and services?" Multiple responses allowed. Sorted from highest to lowest based on CO/OIC.

### Do you receive MWR information in a timely manner? CO/OIC vs. SNCOIC Comparison

	CO/OIC	SNCOIC	Difference
Yes	61%	53%	8%
No	22%	31%	+9%
Don't know/Not applicable	17%	16%	1%

Note: Question asked "Do you receive MWR information in a timely manner?"

#### **Size of Command Comparison**

Percent "Yes"

	Less than 100	100-500	More than 500
Word of mouth	56%	62%	58%
Base PAO/Newspaper	51%	81%	89%*
Read/heard about MWR on my	y own 31%	32%	24%
E-mail/Internet	25%	50%	61%*
MWR employees	21%	36%	45%*
Other	20%	16%	15%

**Note:** Question asked "Who gives you information on MWR facilities and services?" Multiple responses allowed. Sorted from highest to lowest based on "Less than 100." \* Significant difference between the three size groups (p < .01).

### Do you receive MWR information in a timely manner? Size of Command Comparison

	Less than 100	100-500	More than 500
Yes	43%	68%	74%*
No	30%	26%	24%
Don't know/Not applicable	28%	6%	2%*

**Note:** Question asked "Do you receive MWR information in a timely manner?" \* Significant difference between the three size groups (p < .01).

#### **Leader Communication of MWR Information to Command** Total Respondents Percent "Yes"

	Percent
Directly tell my personnel	68%
Put it out electronically (e.g., e-mail)	51%
Tell someone in my command to inform personnel	44%
Put it in the Plan of the Day/Week	27%
Other	16%

Note: Question asked "How do you as a leader communicate the availability of MWR facilities and services to your command?" Multiple responses allowed.

### Leader Communication of MWR Information to Command Fleet vs. Non-Fleet Comparison

Percent "Yes"

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
Directly tell my personnel	66%	70%	+4%
Put it out electronically)(e.g., e-mail	59%	45%	14%*
Tell someone in my command to inform personnel	48%	41%	7%
Put it in the Plan of the Day/W	eek 31%	24%	<b>-</b> 7%
Other	14%	17%	+3%

**Note:** Question asked "How do you as a leader communicate the availability of MWR facilities and services to your command?" Multiple responses allowed. Sorted from highest to lowest based on Fleet Marine Forces. \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces ( $\underline{p} < .01$ ).

## Leader Communication of MWR Information to Command CO/OIC vs. SNCOIC Comparison

Percent "Yes"

	CO/OIC	SNCOIC	Difference
Directly tell my personnel	65%	72%	+7%
Put it out electronically (e.g., e-mail)	55%	49%	6%
Tell someone in my command to inform personnel	57%	33%	24%*
Put it in the Plan of the Day/We	eek 30%	24%	6%
Other	17%	14%	3%

**Note:** Question asked "How do you as a leader communicate the availability of MWR facilities and services to your command?" Multiple responses allowed. Sorted from highest to lowest based on CO/OIC. \* Significant difference between CO/OIC and SNCOIC ( $\underline{p} < .01$ ).

### Leader Communication of MWR Information to Command Size of Command Comparison

Percent "Yes"

	Less than 100	100-500	More than 500
Directly tell my personnel	71%	68%	63%
Put it out electronically (e.g., e-mail)	35%	63%	75%*
Tell someone in my command to inform personnel	30%	57%	62%*
Other	14%	15%	19%
Put it in the Plan of the Day/We	eek 13%	43%	40%*

**Note:** Question asked "How do you as a leader communicate the availability of MWR facilities and services to your command?" Multiple responses allowed. Sorted from highest to lowest based on "Less than 100." \* Significant difference between the three size groups ( $\underline{p} < .01$ ).

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### **Leader Satisfaction**

## Leader Satisfaction with MWR Total Respondents

**Mean Agreement Ratings** 

**Note**: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither."

#### **Leader Satisfaction with MWR**

#### Fleet vs. Non-Fleet Comparison

**Mean Agreement Ratings** 

	Fleet Marine Forces	Non-Fleet Marine Forces	Difference
I encourage my Marines to use the Marine Corps MWR facilities and services.	3.90	3.93	+.03
MWR is a valuable component of Marine Corps life.	i3.84	3.90	+.06
I believe Marine Corps MWR improves the quality of life of my Marines.	3.78	3.85	+.07
I believe MWR addresses the . needs of Marine Corps families.	3.47	3.58	+.11
I am satisfied with MWR's support for Marine Corps family members.	3.38	3.58	+.20*
I am satisfied with MWR's support for single Marines.	3.30	3.47	+.17*
I am satisfied with the Marine Corps MWR.	3.28	3.48	+.20*
In the past, I have been given the opportunity to provide MWR with feedback on their facilities and services.	3.12	3.22	+.10

**Note**: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on Fleet Marine Forces. \* Significant difference between Fleet Marine Forces and Non-Fleet Marine Forces (p < .01).

## **Leader Satisfaction with MWR** CO/OIC vs. SNCOIC Comparison

**Mean Agreement Ratings** 

	CO/OIC	SNCOIC	Difference
I encourage my Marines to use the Marine Corps MWR facilities and services.	3.94	3.90	04
MWR is a valuable component of Marine Corps life.	t3.91	3.84	07
I believe Marine Corps MWR improves the quality of life of my Marines.	3.87	3.78	09
I believe MWR addresses the needs of Marine Corps families.	3.62	3.44	18*
I am satisfied with MWR's support for Marine Corps family members.	3.54	3.46	08
I am satisfied with the Marine Corps MWR.	3.49	3.31	18*
I am satisfied with MWR's support for single Marines.	3.38	3.41	+.03
In the past, I have been given the opportunity to provide MWR with feedback on their facilities and services.		3.20	+.05

**Note**: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on CO/OIC. \* Significant difference between CO/OIC and SNCOIC ( $\underline{p} < .01$ ).

## **Leader Satisfaction with MWR**Size of Command Comparison

Mean Agreement Ratings

	Less than 100	100-500	More than 500
I encourage my Marines to use the Marine Corps MWR acilities and services.	3.92	3.91	3.92
MWR is a valuable component of Marine Corps life.	t3.90	3.87	3.78*
I believe Marine Corps MWR improves the quality of life of my Marines.	3.83	3.81	3.80
I believe MWR addresses the needs of Marine Corps families.	3.54	3.51	3.53
I am satisfied with MWR's support for Marine Corps family members.	3.50	3.44	3.53
I am satisfied with MWR's Support for single Marines.	3.44	3.33	3.35
I am satisfied with the Marine Corps MWR.	3.42	3.32	3.42
In the past, I have been given. The opportunity to provide MWR with feedback on their facilities and services.	3.10	3.17	3.37*

**Note**: Question asked "How much do you agree or disagree with each of the following statements?" Agreement scale ranged from "1" = "Strongly disagree" to "5" = "Strongly agree," with "3" being "Neither." Sorted from highest to lowest based on "Less than 100." \* Significant difference between the three size groups (p < .01).

Marine	Corps	Leadership	Survey	/ Report

### Summary

#### **Summary**

- Survey obtained excellent response rate, and two-thirds of all respondents provided written comments.
- Although ALL MWR programs had similar ratings of program importance, when rank-ordered the top three were the fitness center, unit funds, and the gyms.
- Differences in Fleet vs. Non-Fleet ratings of program importance may show that the Non-Fleet is not tuned-in with Fleet needs.
- The top three outcomes to which MWR contributes are fitness/physical condition, opportunities for fund and leisure, and boredom relief/break from work.
- Deployment support needs attention
  - > Big gaps exist between ratings of importance and what is actually available to deploying Marines
- The lowest satisfaction rating on the entire survey was in response to the statement "I am satisfied with the amount of unit funds available to me as a leader."
- Leaders want more unit funds and they also want more control in how they can spend those unit funds.
- Leaders primarily get their MWR information from the Base PAO/newsletter.
- About one-quarter of all leaders do NOT receive MWR information in a timely manner - this is especially true of those in small commands.
- Over two-thirds of all leaders directly tell personnel about MWR; over half of leaders are communicating MWR information through electronic means (e.g., e-mail).
- Most leaders agree that they encourage their Marines to use MWR.
- Most leaders agree that MWR is a valuable component of Marine Corps life.
- Leaders appreciated the opportunity to provide MWR with feedback; the key to the success of the survey will be acting upon their feedback.

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### **Recommendations**

#### Recommendations

- HQs reevaluate importance of MWR programs
  - > Focus funding/efforts on smaller set of core programs
  - > Ensure existence and consistency in these programs world-wide
- HQs focus initiatives on deployment support
  - > Reevaluate providing so many choices
  - Make sure can provide most important
    - Access to e-mail
    - · Free weights
    - Unit funds
- Give leaders more freedom in using/accounting for Unit Funds
- Mount a communication campaign
  - Develop state-of-the-art MWR HQs Web page
    - Inform leaders of what is happening at HQs
    - Talk about what is being done for Marines
    - Devote section of Web page to soliciting input
  - > Develop MWR Web pages for each Marine Corps base
    - Inform Marines about facilities/services
    - · Provide specific, up-to-date information
- Get MWR personnel on-board in communicating with Marines
- Publicize the results of the survey
  - > HQs release ALMAR
  - > HQs release article in Marine Corps Times
  - > NPRDC publish management report
  - HQs post NPRDC management report on Web page

#### **Recommendations from Leaders**

#### MWR Funds

- > Increase unit funds
- > Give leaders more freedom in spending funds
- > Ensure better and fairer distribution of funds for deployed Marines

#### Deployment Support

- Identify an MWR POC for deployed units
- > Provide deployment site information packets describing facilities/services
- > Develop list of items for deployment packages leaders can customize what they need
- > Ensure access to fitness facilities at deployment sites
- > Provide e-mail and less expensive phone service

#### . Communication

- Develop a Commander's Guide to MWR
- > Get leaders timely information about what is available locally
- > Publish information/resources on the Internet
- Be proactive in communicating to Marines about MWR

#### · Customer Service

- > Improve image to counter perception that MWR's priority is to make money
- > Adopt a customer service focus
- > Train staff in customer respect and service mentality
- Train staff in customer interaction skills, customer orientation
- > Continue to solicit input from commanders

#### Recommendations from Leaders (continued)

#### . Costs of MWR

- > Provide affordable recreational activities for Marines everywhere
- > Offer more free events
- Don't charge Marines to use MWR facilities

#### • Customer Segments

- > Work on satisfying the unique needs of Marine families, young/single Marines
- > Independent Duty Marines really need unit funds, information on facilities/services they can use

#### • Marine Corps Exchange

- > Lower prices of items
- > Offer greater variety/selection of items Marines would like to buy
- > Stock with items/prices similar to Wal-Mart
- Consolidate with AAFES

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# Appendix A: Comments from Marine Corps Leaders

#### Introduction

- Marine Corps Leadership Survey gave respondents opportunity to provide written comments
  - "If MWR could do one thing for you as a leader, what would it be?"
  - "For your deploying units, what is not being provided to you as a leader that you would like to have?"
  - "Do you have any additional comments about MWR?"

#### **Leaders Providing Comments**

- 66% of returned surveys had comments (N=602)
  - 198 from Commanding Officers
  - 82 from OICs
  - 305 from SNCOICs
  - 17 did not provide any leadership information
- Comments from Marines at installations, at remote locations, and on independent duty

#### Analysis of Comments

- All responses read, typed into database
- Comments overlapped across questions
- Information provided was analyzed and categorized by topic area across questions
- Summary of issues by categories follows
- Be aware that comments are often negative

#### Categories of Comments

- MWR Funds
- Deployment Support
- Communication
- Customer Service
- Costs of MWR
- Customer Segments
- Marine Corps Exchange

- Clubs
- New Activities
- Alcohol
- FAP
- Kudos

#### Summary of Major Themes

- MWR is an <u>integral part</u> of the Marine Corps
- MWR has *come a long way* in terms of improvements
- *Increase* Unit Funds for *all* units
- Communicate in more *timely* manner
- *Improve* the customer service received from MWR employees

## Summary of Major Themes (continued)

- Provide <u>affordable</u> recreational activities for Marines <u>everywhere</u>
- <u>Define</u> the mission of the MCX and make it known

### MWR Funds: Increase Unit Funds

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- Increase per-Marine amount
- More money for all units, both at home and deployed, independent duty, active and reserve
- More money for unit functions, recreation, equipment
- Compensate independent duty Marines

#### MWR Funds: More Say in How Funds Are Spent

- Let Marine leaders allocate funds
- Leaders do NOT want to be dictated to by outside rules (e.g., from MWR)

"The USMC trusts me to look after 12 F/A-18 aircraft (\$32M a copy) and approximately 200 Marines. I believe I can handle the distribution of MWR funds for these Marines."

## MWR Funds: Explain How MWR Funds Work

- Provide a Commander's Guide for MWR Funds
- Publish articles on how to use the funds in Marine Corps publications

"Better education - most Marines have limited knowledge of all that MWR can and is prepared to do for your Marines. MWR better understood will be MWR better used."

## MWR Funds: Better Distribution of Funds

 Better define how MWR funds are distributed for deployed Marines on ship

"The FMFPAC/Fleet orders governing the MWR relationship between the ship CO and the Marine Commander of Troops are vague and outdated. The ship has too much leverage on how money is spent and the Marines may not profit if the ship's CO is not a rational person."

## MWR Funds: Fairer Distribution of Profits

• Ensure fairer distribution of MWR profits for deployed Marines (shore)

"When my Marines deploy to 29 Palms for 3-6 weeks during the summer, MWR makes a <u>huge profit</u> off the beer tent - which is their sole source of entertainment at the Expeditionary Airfield. None of that money is given back to the units that provided this immense profit."

#### **Deployment Support**

- Identify an MWR POC for deployed units
- MWR Welcome Aboard package for deployment sites with specific information
- Provide e-mail at all locations
- Provide sports/fitness equipment
- Need readily available, less expensive telephone service
- Create innovative tour packages

## Deployment Support: Aboard Ship

- Provide e-mail for deployed Marines
- Provide TV/VCRs for berthing
- Augment fitness equipment on ships while Marines are deployed
- Provide advance information about deployment site facilities/services while deploying Marines are en route

#### Deployment Support: At Deployment Sites

- Ensure access to fitness facilities
- Provide affordable activities, tours
- Deployed Marines need buses that operate outside normal working hours

- Disconnect between who should provide MWR services - home base or deployment site
- Provide a small MWR site for Marines

#### Deployment Support: Deployment Packages

- Leaders want deployment packages often aren't getting them
- Develop list of items for deploying units leaders can check what they want

"Give me the opportunity to design my own support package (as opposed to 'here, this is what you get')."

#### Communication: Get the Word Out

- Develop a Commander's Guide to MWR
- Leaders need more timely information
- Tell us what's available locally, what's changing
- Publish resources on Internet/LANs
- Do a better job of marketing/advertising
- Be proactive!

## Customer Service: Improve Image

- Perception is that MWR is out to make money
- Making money is MWR's first priority supporting the individual Marine comes second
- Keep prices aboard installations reasonable; don't be concerned with making a profit off the Marine

#### Customer Service: Improve Attitude

- Respondents sense an "Us" vs. "Them" attitude
- Staff not open to suggestions for improvement
- Staff has lack of respect for their customers

"MWR should remember they are here to do a service for the military, not the other way around."

#### Customer Service: Improve Service

- Employees are not friendly or helpful
- Lack of customer orientation

"The service I receive at most MWR facilities is terrible. Wal-Mart has a more courteous and knowledgeable staff than at the Exchange."

## Customer Service: Ideas for Improvement

- Listen to Marines, to what they need
- Continue to solicit input from commanders
- Get feedback about changes
- Be more responsive to requests for support
- Adopt a customer service focus

"MWR is still not very customer focused as they have a virtual monopoly for on-base activities. Therefore they often provide what they want to give rather than what the customer wants."

## Costs of MWR: Prices Are Too High

- Gas, facilities, pools, recreation rentals are too expensive
- Too much profit services should break even (e.g., snack bars, haircuts, laundry)
- Price by paygrade
- Give discounts for unit activities
- Remain an inexpensive source of recreational activities

## Costs of MWR: Offer No Cost Entertainment

• Marines needs free tours, movies, tickets, concerts, entertainment

"While I generally believe MWR is good, the fact that Marines have to pay to use their services is ridiculous.... If there is a pool on the base, then a Marine should be able to use it without cost. Same goes for any sport or activity."

## Customer Segments: Provide Support for Families

- Take care of the Marine's family
- Sponsor more activities
  - youth activities
  - family activities
  - summer recreation
- Get involved with families of deployed
   Marines provide e-mail/messages
- Better support for/from Key Volunteers by standardizing the training

## Customer Segments: Focus on Young/Single Marines

- More activities geared towards young/single Marines (vs. families)
  - alcohol-free events
  - weekend programs trips, tours, outings
  - recreation geared towards their interests
  - entertainment concerts, computers/internet,
  - education
  - gathering places for young Marines
  - improve QOL in the barracks

#### Customer Segments: Independent Duty

- No MWR benefits are available to organizations located at a distance from military installations except for unit funds
- Increase funding for these units so that they may provide a small portion of the benefits received by Marines onboard installations
- Give us info on what's happening in USMC MWR, services in our area

## Customer Segments: Independent Duty (continued)

"Unit funds should be increased to compensate for lack of base MWR support."

"MWR needs to find a way to help all Marines on independent duty. I would recommend additional funds to help the Marines cover the activities offered in the civilian communities, i.e., gyms, tickets, recreation, pools, equipment rentals, child development."

## Customer Segments: Independent Duty (continued)

"Have MWR contract with one (national fitness center) so recruiters can join at a nominal fee."

"Create an MWR Outreach program to support Marines assigned to independent duty such as recruiting duty."

### Customer Segments: Reserves/I&I

• Funds for an end-of-training unit party, or some other type of activity

"Funding for Reserve units is for active duty only, no funds for SMCR personnel. This effectively reduces the funding available by 1/3 as we spread the funding to support the entire squadron."

## Marine Corps Exchange: High Prices

- Too many high cost labels vs. affordable brands
- Prices are not competitive; no savings
- More expensive than AAFES
- More likely to find Marines shopping at Wal-Mart

## Marine Corps Exchange: High Prices (continued)

"Lower prices at the Exchange. I can't afford to shop there and I'm a SgtMaj, so I know PFC Marines can't afford it. Our Marines do not handle their finances well at all; they are living beyond their means. We need to get the cost down to their level - more on the Wal-Mart/Kmart level."

### Marine Corps Exchange: Poor Selection

- Variety and selection does not compare with stores in the civilian community
- Stock Exchanges with items the <u>majority</u> of people would purchase

"Stock the Exchanges with items comparable to those found at Wal-Mart, etc. Marines and their families normally frequent discount warehouses and department stores for selection and cost savings."

#### Marine Corps Exchange: Get on Board with AAFES

- Disestablish MCX and consolidate with AAFES
- AAFES offers better price and selection

"Based on my experience, AAFES provides a much better selection of goods at lower prices. The Marine Corps Exchanges pale in comparison."

### Marine Corps Exchange: Why in Business?

 The question the Marine Corps needs to ask is:

> "Should our Exchanges try and compete with Wal-Mart? If not, then decide what needs we can meet, identify those we can't, and then go out and tell our Marines what we can offer them."

#### Clubs: Keep Separate

- The trend toward consolidating clubs does not support the needs of the Marines
- Separate clubs support camaraderie within Officer, SNCO, and enlisted ranks

"The trend toward consolidating Officer and SNCO clubs is a mistake. MWR thinks they will increase attendance by opening to more ranks. The opposite effect occurs - neither Officers nor SNCOs enjoy going to consolidated clubs."

#### Clubs: Lower Prices

- Lower prices to use clubs for unit functions
- Do not charge NCO and below to get into the enlisted clubs

"Make the club and facilities open to units or section functions at no cost. MWR shoots itself in the foot with the young officers by consistently requiring a user fee for section classes, etc. This discourages the use of the O Club - in the long run losing many business opportunities, such as wetting downs."

## Clubs: Get Out of the Business

 Don't waste money operating clubs if they are not making a profit

"Get out of the club business and contract the clubs out. Let someone who is willing to spend money to make money take over the clubs."

#### New Activities

- Leaders say they want more contemporary activities available to them
  - Keep up-to-date with new activities BMX, skateboarding, roller blading, rock climbing, paint ball, etc.
  - "Warfare" activities martial arts, shooting, etc.
  - Entertainment/concerts/shows
  - Sports/intramurals/league teams/athletic events
  - Provide on-base transportation to these activities

#### Alcohol: Deglamorize It

 Provide events for families and single Marines that do not promote the consumption of alcohol

> "In a time when the Marine Corps is trying to promote the deglamorization of alcohol, it would be very beneficial to have MWR working with us and not against us."

#### FAP: Cease Using at MWR Facilities

"Stop the practice of using FAP Marines to support activities. Most are not MOS related. Marines go to an institution with absolutely no unit integrity/cohesion and the units usually get back a Marine whose MOS skills, military conduct/discipline has been severely atrophied."

#### Kudos

- Doing a good job!
- MWR has come a long way and is getting better every year
- Kudos to the MWR employees throughout the USMC who work very hard, with limited funds, to provide services to Marines and their families
- MWR is definitely having an impact on quality of life
- MWR is an integral part of Marine Corps life

#### Comments Summary

- Large numbers of comments indicate strong interest in MWR
- Recommendations from leaders focus on:
  - MWR funds
  - Deployment support
  - Communication
  - Customer service
  - Costs of MWR
  - Customer segments
  - Marine Corps Exchange

### Recommendations from Leaders MWR Funds

- Increase unit funds
- Give leaders more freedom in spending funds
- Ensure better and fairer distribution of funds for deployed Marines

## Recommendations from Leaders Deployment Support

- Identify an MWR POC for deployed units
- Provide deployment site information packets describing facilities/services
- Develop list of items for deployment packages
  - Leaders can easily see what is available
  - Leaders can customize packages

## Recommendations from Leaders Deployment Support (continued)

- Ensure access to fitness facilities at deployment sites
- Provide email less expensive phone service
- Provide transportation options for deployed Marines, especially in off-hours

### Recommendations from Leaders Communication

- Develop a Commander's Guide to MWR
- Get leaders timely information about what is available locally
- Publish information/resources on Internet
- Be proactive in communicating to Marines about MWR!

### Recommendations from Leaders Customer Service

- Improve image to counter perception that MWR's priority is to make money
- Adopt a customer service focus
- Train staff in customer respect and service mentality
- Train staff in customer interaction skills, customer orientation
- Continue to solicit input from commanders

## Recommendations from Leaders Costs of MWR

- Provide affordable recreational activities for Marines everywhere
- Offer more free events
- Don't charge Marines to use MWR facilities

### Recommendations from Leaders Customer Segments

- Work on satisfying the unique needs of Marine families, young/single Marines
- Independent Duty Marines really need unit funds, information of facilities/services they can use

## Recommendations from Leaders Marine Corps Exchange

- Lower prices of items
- Offer greater variety/selection of items Marines would like to buy
- Stock with items/prices similar to WalMart
- Consolidate with AAFES

# **Appendix B: Marine Corps Leadership Survey**

#### **Marine Corps Leadership Survey**



#### A MESSAGE FROM THE DEPUTY CHIEF OF STAFF FOR MANPOWER AND RESERVE AFFAIRS

Leaders in our Corps are crucial to making Marines and winning battles. Quality of Life programs, including Morale, Welfare, and Recreation (MWR) programs, are an essential element of readiness and retention. Because of this, it is important that MWR knows and understands your needs as Commanders. Leadership must evaluate MWR programs as they relate to mission accomplishment. In a changing world which includes manpower and budgetary constraints, your insights are critical as we plan for the future.

You have been selected to participate in this important survey of leaders. The time you spend completing this survey will benefit Marines for years to come. Your responses will help guide the MWR priorities into the 21st Century. Thank you, in advance, for your help. Semper Fidelis!

Sincerely,

C. A. MUTTER

Lieutenant General

**U.S. Marine Corps** 

**Deputy Chief of Staff for** 

**Manpower and Reserve Affairs** 

This is the first time Marine Corps leaders have been sent a survey specifically designed to determine how MWR can provide you with better support. The data you provide will be used by Headquarters, Marine Corps (MR) to better our programs and services. Please take the 20 minutes needed to complete this survey and provide us with your feedback!

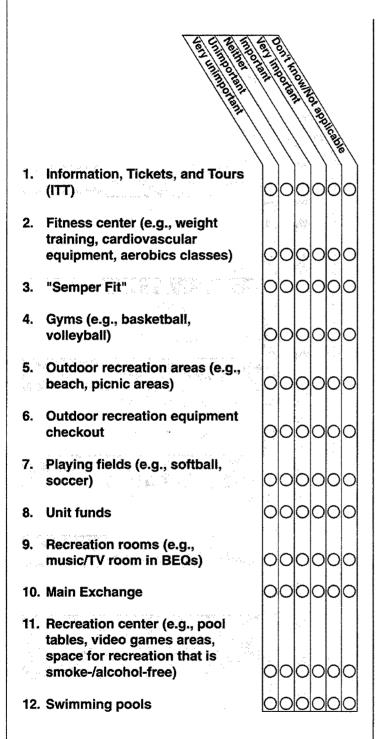
#### **SURVEY INSTRUCTIONS** \* USE NO. 2 PENCIL ONLY. USE A NO. 2 PENCIL ONLY \* Do NOT use ink, ballpoint, or felt tip pens. \* Erase cleanly and completely any changes you make. \* Make black marks that fill the circle. CORRECT MARK: \* Do NOT make any stray marks on the form. **INCORRECT MARKS: Privacy Act Statement** The purpose of this questionnaire is to collect data to evaluate existing and proposed Marine Corps Morale, Welfare, and Recreation (MWR) programs. The information provided in this questionnaire will be analyzed and stored in confidence by the Navy Personnel Research and Development Center in San Diego, CA. Information you provide will be considered only when statistically summarized with the responses of others, and will not be attributable to any single individual. Completion of this survey is entirely voluntary. Failure to respond to any of the questions will NOT result in any penalties except lack of representation of your views in the final results and outcomes. Authority to request this information is granted under Title 5, U.S. Code 301. START SURVEY HERE **BACKGROUND INFORMATION** What is your position? How long have you been stationed at your 5. current command? (Mark only one) Commanding Officer O Less than 1 month O oic O 1 to 6 months O SNCOIC O 7 months to 1 year O More than 1 year What is your paygrade? What is your sex? 6. O E6-E9 O CWO2-CWO5 O Female 01-03 O Male O 04 and above 7. Are you part of: 3. Where are you located? Fleet Marine Forces O CONUS (including Alaska and Hawaii) Non-Fleet Marine Forces OCONUS (excluding Alaska and Hawaii) What is the role of your establishment? How many active duty Marines are in your Supporting Establishment command? Operating Forces, Ground O Less than 50 Operating Forces, Aviation O 50-99 Operating Forces, Command Element O 100-200 Operating Forces, Combat Service Support O 201-500 Other (specify): O 501-1000

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1001-5000

#### **Program Importance**

MWR programs and services are listed below. For each one, rate how important it is to you as a leader and blacken the appropriate circle.



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13. Enlisted Club	
14. Staff NCO Club	
15. Officers' Club	
16. Library	
17. Movie theater	
18. Fast food establishments	
19. Intramural sports	00000
20. Bowling center	000000
21. Golf course	000000
22. Auto hobby shop	
23. Child Development Program	000000
24. Youth Program	000000
25. Other recreation activities (e.g., stables, marinas)	000000
26. Snack bars	000000
27. MWR convenience store	000000
28. Special events (e.g., concerts, festivals)	
29. Services programs (e.g., barber shop, rental, tailor shop)	00000

#### **MWR Contributions to Outcomes**

To what extent do MWR programs assist you as a leader in attaining the following outcomes?

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		΄,		/	/	Big	/
1.	Esprit de corps	0	0	0	0	0	0
2.	Unit cohesion	0	0	0	0	0	0
3.	Unit readiness	0	0	0	0	0	0
4.	Fitness/physical condition	0	0	O	0	0	o
5.	Stress reduction	0	0	0	0	0	0
6.	Boredom relief/break from work	0	0	0	0	0	0
7.	Reduced drug/alcohol abuse	0	0	0	0	0	
8.	Reduced disciplinary problems	0	0	0	0	0	
9.	Skill development	0	0	O	0	0	
10.	Opportunities for fun and leisure	0	0	0	0	0	
11.	Convenience/time savings	0	0	0	0	0	0
12.	Money savings	0	0	0	0	0	0

#### **MWR** Deployment Support

The following questions ask about MWR support for Marines while on deployment (away from home base for a period greater than ten consecutive days annually).

- 1. About what percentage of Marines under your command were deployed during the past year?
  - O None (0%) skip to NEXT SECTION (MWR Funding) on page 5
  - O Less than 25%
  - O 25% 50%
  - 0 51% 75%
  - O 76% 100%

2.	To which of the following locations did Marines under your command deploy during the past year? (Mark all that apply)
Hermite de la constant de la constan	<ul><li>CONUS, shore</li><li>CONUS, ship</li><li>OCONUS, shore</li><li>OCONUS, ship</li></ul>
3.	How did these deployed Marines reach their destination? (Mark all that apply)
	O Air O Ship O Land to land
4.	Mark the MWR activities that you think are most important to deploying units. (Mark all that apply)
	O Free weights
	O Aerobic/fitness equipment
	O Athletic gear (sports equipment)
	Outdoor recreation equipment
	O Information, Tickets, and Tours (ITT)
	O Health and comfort sundry packs
	O Unit funds
	O Voluntary education programs
	O Books/magazines
	O Library resources
	Access to personal computers
	O Access to e-mail
	O Access to the Internet/World Wide Web
	O Entertainment (e.g., shows, bands)
4	O Electronic recreation items (TVs, VCRs, movie cameras)
	O Videos/movies

O Video games

games)

O Games (non-electronic, such as cards, box

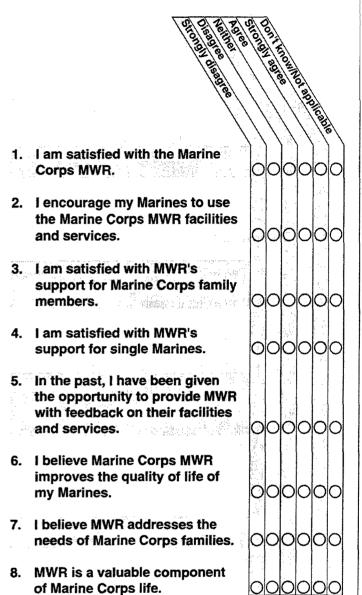
5. Mark the MWR activities that have generally been available for your Marines who deployed during the past year. (Mark all that apply)   Free weights  Athletic gear (sports equipment)	As a leader, how satisfied are you with:
<ul> <li>Athletic gear (sports equipment)</li> <li>Outdoor recreation equipment</li> <li>Information, Tickets, and Tours (ITT)</li> <li>Health and comfort sundry packs</li> <li>Unit funds</li> <li>Voluntary education programs</li> <li>Books/magazines</li> <li>Library resources</li> </ul>	6. the MWR support for Marines who deploy?  7. the MWR support for the family members of Marines who deploy?  8. the MWR deployment support provided to Marines by the Navy?  9. the MWR deployment support provided to Marines by the Army?
<ul> <li>Access to personal computers</li> <li>Access to e-mail</li> <li>Access to the Internet/World Wide Web</li> <li>Entertainment (e.g., shows, bands)</li> <li>Electronic recreation items (TVs, VCRs, movie cameras)</li> <li>Videos/movies</li> <li>Video games</li> <li>Games (non-electronic, such as cards, box games)</li> </ul>	If you have additional comments on MWR deployment support, please provide them at the end of the survey.  MWR Funding  How much do you agree or disagree with each of the following statements?
O I am not aware of what was available	1. I understand how MWR is funded.  2. I am satisfied with the amount of unit funds available to me as a leader.  3. I am aware of current MWR renovation/construction plans for this base.  4. MWR funding should be increased.

#### **MWR Communications**

	Who gives you information on MWR facilities and services? (Mark all that apply)
	O Word of mouth
	O Base PAO/Newspaper
	O MWR employees
	O Read/heard about MWR on my own
	O E-mail/Internet
	O Other
	Do you receive MWR information in a timely manner?
	O Yes
	O No
	O Don't know/Not applicable
•	How do you as a leader communicate the availability of MWR facilities and services to your command? (Mark all that apply)
	O Directly tell my personnel
	O Tell someone in my command to inform personnel
	O Put it in the Plan of the Day/Week
	O Put in out electronically (e.g., e-mail)
	O Other

#### **Leader Satisfaction**

How much do you agree or disagree with each of the following statements?



R could do one thing for you as a leader, what would it be?  our deploying units, what is not being provided to you as a leader that you would like to have?  u have any additional comments about MWR?	VR could do	General Comments
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#### Thank you for your time and effort!

If you have any questions, call:

Amy Culbertson
(619) 553-0554 or DSN 553-0554

Please complete the survey as soon as possible, and put in envelope provided or return to:

COMMANDING OFFICER

Survey Operations Center (SOC)

Navy Personnel Research and Development Center

53335 Ryne Road

San Diego, CA 92152-7250

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#### **Distribution List**

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